

Appendix A

Project Governance Organizations



A. Enterprise Strategies Committee

Member	Title/Department
Marty Brown	Director, OFM
John Charles	Director, DRS
Martha Choe	Director, OCTED
Rob Fukai	Director, GA
Gene Matt	Director, DOP
Gary Moore	Director, L&I
Stuart McKee	Director, DIS
Ida Zodrow	Executive Director, HCA

B. Guidance Committee

Member	Title/Department
Dennis Jones	Manager Statewide Financial Systems, OFM
Tom Parma	Senior Technology Management Consultant, DIS
Sadie Rodriguez-Hawkins	Asst. Director, OFM
Kathy Rosmond	Project Manager, OFM
Doug Tanabe	Asst. Director, DOP
Sharon Whitehead	Deputy Director, DOP

Appendix B

Civil Service Reform & Collective Bargaining Teams



A. Civil Service Reform Core Team

Team Member	Department
Dorothy Gerard	DOP
Julia Graham	DOP
Susan Miller	DOP
Christina Valadez	DOP
Sharon Whitehead	DOP, Team Lead

B. Collective Bargaining Team

Team Member	Department
Fred Hellberg	OFM
Jane Sakson	OFM
Jamila Thomas-Roberts	OFM
Joyce Turner	OFM, Team Lead
Sharon Whitehead	DOP

Appendix C

Executive Interviews



A. Executives Interviewed

Executive	Title/Department
Marty Brown	Director, OFM
John Charles	Director, DRS
Liz Dunbar	Deputy Secretary, DSHS
Bob Fitchitt	Administrator, LEAP
Ken Hardin	Assistant Secretary, DSHS
Gene Matt	Director, DOP
Stuart McKee	Director, DIS
Wolfgang Opitz	Deputy Director, OFM
Tom Parma	Senior Technology Management Consultant, DIS
Scott Sheeran	Deputy Administrator, LEAP
Joyce Turner	Labor Relations Unit, OFM
Maureen Westgard	Deputy Director, DRS
Sharon Whitehead	Deputy Director, DOP
Phil Wozniak	Acting Director, HR Division, DSHS
Ida Zodrow	Executive Director, HCA

Appendix D

Workshop and Focus Group Session Attendees



A. Executive Collective Bargaining Workshop

September 6, 2002
8:30 A.M. to 10:30 A.M.
Point Plaza West Training Room

Name	Representing
Gregg Arndt	DOP
Lena Beach	CTED
John Charles	DRS
Pete Cutler	HCA
Susan Dodson	OFM
Grant Fredricks	GA
Rob Fukai	GA
Phil Grigg	GA
Dennis Jones	OFM
Gene Matt	DOP
Stuart McKee	DIS
Laura Parma	DIS
Tom Parma	DIS
Sadie Rodriguez-Hawkins	OFM
Kathy Rosmond	OFM
Eva Santos	L&I
Allen Schmidt	OFM
Doug Tanabe	DOP
Joyce Turner	OFM
Jeff Wickman	DRS
Sharon Whitehead	DOP

B. Collective Bargaining Workshop

September 6, 2002

1:00 P.M. to 5:00 P.M.

Point Plaza West Training Room

Name	Representing
Richard Bever	DSHS
Pam Davidson	OFM
Dorothy Gerard	DOP
Julia Graham	DOP
Diane Leigh	DOC
Debbie Meach	DOP
Susan Miller	DOP
Tom Parma	DIS
Christopher Parsons	DOR
Tina Peterson	L&I
Jo Smith	DOP
Michael South	DOT
Doug Tanabe	DOP
Tyrone Williams	DOP

C. Focus Group Session 1

September 10, 2002

8:30 A.M. to 12:00 P.M.

Cherberg Building
Conference Room BC

Name	Representing
Mark Andrews	DNR
Dorothy Gerard	DOP
Fred Hellberg	Governor Executive Policy
Susan Miller	DOP
Laura Parma	DIS
Tina Peterson	L&I

Name	Representing
Kathy Rosmond	OFM
Michael South	DOT
Doug Tanabe	DOP
Joyce Turner	OFM

D. Focus Group Session 2

September 10, 2002
1:00 P.M. to 4:30 P.M.
Attorney General's Conference Room
Rowe Six, Building 1

Name	Representing
Kitty Blocher	DNR
Kim Dunn	DOT
Joanne Gallaher	DOP
Missy Gordon	State Treasurer
Marilyn Hansen	DOP
Janice Haran	Agriculture
Liz Hoffman	DSHS
Marie Holts	WSP
Maria Hug	WSP
Karen Kalkwarf	L&I
Millie Lund	OFM
Colleen Marten	DOC
George Oldham	AG
Kathy Rosmond	OFM
Shelby Sheldon	WSP
Susan Sparks	DOP
Doug Tanabe	DOP
Cathy Tarricon	WA State Ferries
Cheryl Walpole	DNR

E. Focus Group Session 3

September 11, 2002
9:00 A.M. to 12:00 P.M.
Attorney General's Conference Room
Rowe Six, Building #1

Name	Representing
Greg Devereaux	WFSE
Fawn Hacker	WPEA
Liz Larsen	WFSE
Vince Oliveri	IFPTE Local 17
Rick Polintan	SEIU 1199 NW
Kim Ramsey	SEIU 1199 NW
Kathy Rosmond	OFM
Eugene St. John	WPEA
Sharon Whitehead	DOP

F. Focus Group Session 4

September 12, 2002
8:30 A.M. to 12:00 P.M.
Cherberg Building @ Capital Campus
Conference Room BC

Name	Representing
Pete Cutler	HCA
Pam Davidson	OFM
Susan Dodson	OFM
Yvette Fabregas	WSP
Debbie Meach	DOP
Sharon Novak	OFM
Kathy Rosmond	OFM
Eva Santos	L&I
Christina Valadez	DOP
Tyrone William	DOP

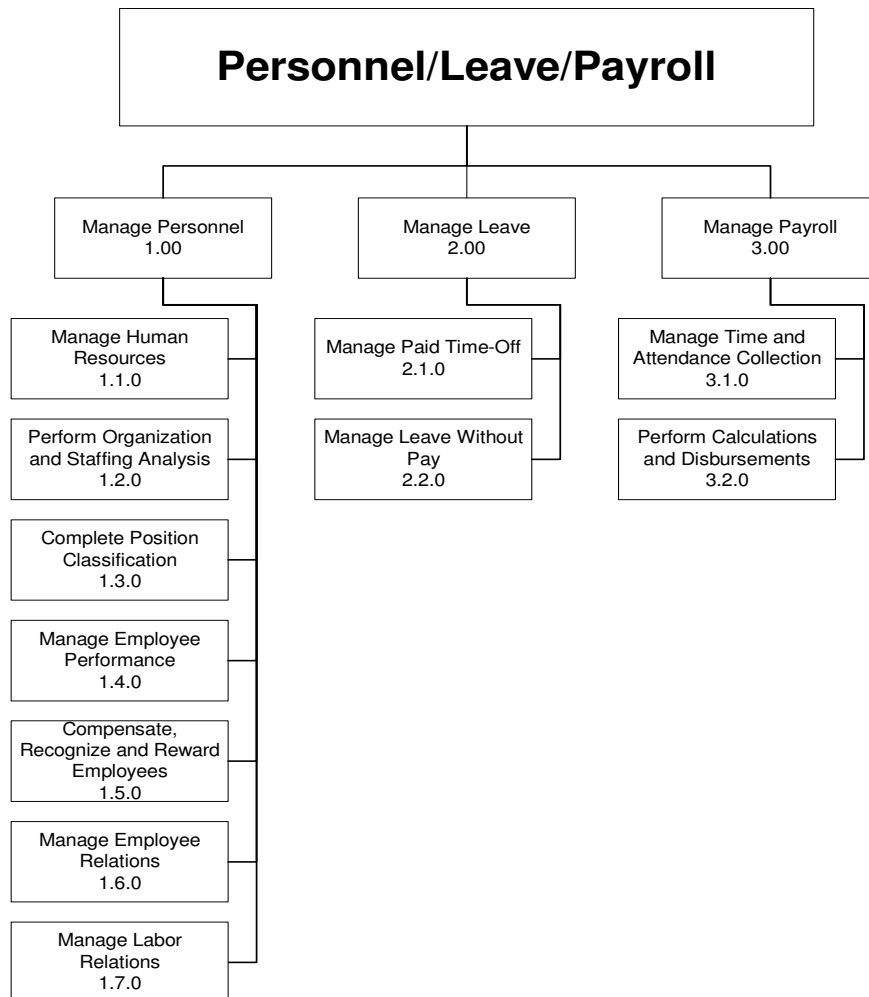
Appendix E

Business Requirements



A. Requirement Categories

The systems and functional areas within systems that are in scope for this project are displayed below:



B. Requirement Matrix

In addition to a brief description, the information provided for each requirement include the following:

- The requirement's priority rating ("Pr" column).
- An indicator designating that the requirement is necessary for the 2003-05 CSR/CB implementation ("X" in column "2003-05").
- An indicator designating that the requirement is a current capability of the HRISD Personnel/Leave/Payroll systems ("CC" in column "2003-05").

1. High Priority Requirements – Manage Personnel

#	Pr	2003-05	Requirement
1.1.0 Manage Human Resources			
1	H		Ability to provide for the current employee self service capabilities existing in state agencies.
2	H		Ability to provide for current manager self service capabilities existing in state agencies.
3	H	CC	Ability to support Centralized/Decentralized Human Resources.
			Ability to capture by effective date:
4	H	X	Personal data (name, address, etc.)
5	H		Emergency contact, medical information, handicap, etc.
6	H	X	Work history at current and prior agencies (within state government).
7	H		Current & previous supervisors.
8	H	X	Education, training, national certifications, licensure (w/ expiration dates).
9	H	X	Job classifications.
10	H	X	Employment categories (entry level, supervisory, front line, etc.)
11	H	X	Salary history.
12	H		Security clearances.
13	H		Veteran status.
14	H		Memo/Comment fields.
15	H	X	Disciplinary actions.
16	H		Languages spoken in addition to English.
17	H	X	Bargaining unit.

#	Pr	2003-05	Requirement
18	H	X	Master contract.
19	H	X	Employee status (Seasonal, temp, FT, PT, volunteer, intern, apprentice, in-training)
20	H	X	Business unit.
21	H		Agency-defined fields.
22	H		Employee skills inventory.
23	H	X	Seniority information.
24	H		Leaves of absence.
25	H	CC	Reasons for termination.
26	H	CC	Termination dates.
27	H	X	Ability to system-generate a universal employee identification number.
28	H	CC	Ability to check for duplicate Social Security numbers.
29	H	CC	Ability to Quick Hire & Terminate (e.g., seasonal firefighters).
30	H	X	Ability to track temporary employees nearing certain hours thresholds.
31	H	X	Ability to accrue seniority by hours or by dates.
32	H		Ability to track breaks in service and considers this in calculating years of service.
33	H	X	Ability to track initial, lateral transfer, and promotional probationary period.
34	H	X	Ability to track multiple probationary periods (trial service periods).
35	H	X	Ability to transfer an employee to a new location without terminating and rehiring and maintain all history.
36	H	X	Ability to track actual physical work location of employees (geographic location).
37	H	CC	Ability to handle limited term assignments or temporary promotions.
38	H		Ability to associate employees to multiple locations/agencies.
39	H	X	Ability to maintain history for a significant number of years (>25) to allow checking for leaves of absence, reasons for termination, termination dates, etc.
1.2.0 Perform Organization and Staffing Analysis			
			Ability to provide for the definition of position characteristics such as:
1	H	CC	Organization.
2	H	X	Location (geographic location).
3	H	CC	Job code and title.

#	Pr	2003-05	Requirement
4	H	X	Shift and work days.
5	H	CC	Expenditures and related budget information.
6	H	X	Status.
7	H	X	Retirement eligible
8	H	X	Position evaluation points (e.g., For allocating various positions to certain salary bands).
9	H	X	Assignment Pay.
10	H	X	Dual language.
11	H	X	Selectives.
12	H		Essential functions.
13	H		Ability to determine qualifications at the Position/Classification Level.
14	H	X	Ability to support position banding including range/step data if fields populated.
15	H	X	Ability to support position versus job classifications.
16	H	X	Ability to support position grades and steps.
17	H	X	Ability to track salary ranges, grades, and steps by effective date.
18	H	CC	Ability to allow for the use of unique position code assignment to each employee.
19	H	X	Ability to create work force composition reports.
20	H	X	Ability to establish low/high and median salary scales.
21	H	X	Ability to maintain budgeted FTE's as well as salary amounts, and calculate variances.
22	H	X	Ability to track funding source to position funded.
23	H	X	Ability to track both funded and unfunded vacancies.
24	H	X	Ability to plan and forecast human resource requirements.
25	H	X	Ability to forecast eligible retirees, based on bargaining unit category, age, years of service, and retirement plan. (Part of workforce composition reports)
26	H	X	Ability to track employee turnover by department, classification, ethnicity, gender, geographic location, etc. (Part of workforce composition reports)
27	H		Ability to track open positions and time to fill by department.

#	Pr	2003-05	Requirement
1.3.0 Complete Position Classification			
1	H		Ability to allow mass updates to job descriptions.
2	H		Ability to accommodate job sharing.
3	H	X	Ability to double and triple fill positions and track.
4	H	CC	Ability to track and report on over- and under-filled positions.
5	H	X	Ability to accommodate employees who work in multiple positions at the same time.
6	H		Ability to support standardized competencies.
7	H		Ability to support job roles and skill requirements.
1.4.0 Manage Employee Performance			
1	H	X	Ability to support performance reviews.
2	H	CC	Ability to support notification that employee reviews are due.
3	H	X	Ability to track completion rates of employee reviews.
4	H	X	Ability to track performance ratings by demographics, departments, age, division, etc.
5	H	X	Ability to capture employee performance appraisal history.
6	H	X	Ability to track merit increase (%) by organization, fund, etc.
			Ability to track disciplinary actions:
7	H	X	Maintaining history of the actions.
8	H		Monitoring outcome of the actions.
9	H		Tracking involvement in sexual harassment or discrimination suits.
10	H		Tracking the consistency of actions and/or reactions.
11	H		Ability to establish and monitor performance plans (last chance agreements).
			Ability to provide employment activity analysis reports for the following:
12	H	X	Promotions.
13	H	X	Terminations.
14	H	X	Layoffs and recalls.
15	H	X	New hires.
16	H	X	Lateral Transfers.

#	Pr	2003 -05	Requirement
1.5.0 Compensate, Recognize and Reward Employees			
1	H		Ability to track and acknowledge service, including retirements, and provide different programs per department.
2	H		Ability to track an anniversary date that may be hire date, re-hire date, or last promotion date.
3	H	CC	Ability to add additional seniority time for employees who have worked for other covered jurisdictions (City of Olympia, Thurston County, etc.)
4	H	X	Ability to reward attendance, safe driving, etc. (Monetary).
5	H	X	Ability to build business rules based on initial salary over designated amount (assignment pay).
6	H	X	Ability to support Performance Incentive Pay.
7	H	X	Ability to support Interim Assignment Pay.
8	H	X	Ability to support various levels of pay & pay scales within the same job class.
9	H	X	Ability to support “Y-Rates” (i.e., an employee is paid above the maximum salary in a classification and may be exempt or receive different amounts from COLA’s, etc.).
10	H	X	Ability to support business rules for calculating compensation such as apprentices receiving a percentage of the normal salary for a classification, or volunteers receiving no salary and only having the State portion of the L & I premium paid.
11	H	X	Ability to store history information for both Performance Incentive Pay and Interim Assignment Pay to track total paid by department, year, etc.
12	H	X	Ability to support ‘what if’ salary scenarios such as cost of living increases, etc.
13	H	X	Ability to provide additional compensation for positions requiring special skills.
14	H	X	Ability to support geographic/regional pay and special pay.
15	H	X	Ability to support lump sum bonus payments to retain personnel, meet market conditions, etc.
16	H	X	Ability to support automatic periodic increments by percentage or range and step.
1.6.0 Manage Employee Relations			
1	H		Ability to support a multitier grievance system.
2	H		Ability to provide notification of expiring grievance timelines.
3	H		Ability to capture employee grievances and appeals by type.

#	Pr	2003-05	Requirement
4	H		Ability to support multitier discipline system.
5	H		Ability to track concurrent grievances for same employee.
6	H		Ability to track complaints filed externally, i.e., EEOC, DOL, ADA, Human Rights Commission.
7	H	X	Ability to support layoffs/RIFs considering various criteria.
8	H	X	Ability to maintain and report on recall lists.
9	H		Ability to support different types of separation packages.
10	H	CC	Ability to support termination of benefits and notify Health Care Authority & Retirement Systems of separation.
11	H	X	Ability to track separation reasons by employee type, department, or other organizational entity.
12	H		Ability to log, track, and develop reports for Arbitrations and Mediations.
13	H	CC	Ability to maintain workforce reports by name, gender, ethnicity, classification, date of birth, salary, hire date, etc.
14	H	X	Ability to maintain and report on employee seniority.
15	H	X	Ability to maintain layoff lists by employee, seniority, etc.
16	H		Ability to maintain assignment and transfer lists.
17	H		Ability to have registers/lists updated by actions keyed in the appointment side of the system, i.e., when candidate is appointed in personnel/payroll system, candidate's name is removed from register/list.
1.7.0 Manage Labor Relations			
1	H		Ability to capture employee grievances and appeals by type.
2	H		Ability to support multitier discipline system (e.g., progressive discipline & support consistent application).
3	H		Ability to track complaints filed externally, i.e., EEOC, DOL, Human Rights Commission, ADA discrimination.
4	H	X	Ability to maintain and report on bumping lists.
5	H	X	Ability to maintain and report on recall list (RIF register).
6	H	X	Ability to support layoffs/RIFs considering various criteria (i.e. performance, seniority).
7	H	CC	Ability to support termination of benefits and notify insurance carriers of separation.
8	H		Ability to log, track, and develop reports for Arbitrations.

#	Pr	2003 -05	Requirement
9	H		Ability to log and track multitier inter and intra-agency Memos of Understanding (work rules) contract issues.
			Ability to maintain workforce reports by:
10	H	CC	Name
11	H	CC	Gender
12	H	CC	Ethnicity
13	H	CC	Classification
14	H	CC	Date of Birth
15	H	CC	Salary (Range Equivalency, Placement, Exact Dollar Amount)
16	H	X	Budget Unit (Account Code)
17	H	X	Bargaining Unit (Agency, Division, Program, Work Unit, Location, Which members are paying dues)
18	H	CC	Hire Date
19	H	CC	Status (Permanent or Temporary)
20	H		Agency Continuous Service Credit
21	H		Time in Grade
22	H		Bargaining Unit Time Credit
23	H		Lay-off Units (Geographic Bumping)
			Ability to attach employee organization and/or union membership to an employee at:
24	H	X	Master Agreement Level
25	H	X	Bargaining Unit Level
26	H	X	Business Unit (applicable for contracting out)
27	H		Ability to track if employee has been advised of union shop requirements
28	H		Ability to track time used for union business
29	H		Ability to track employees who are on a leave of absence for union business.
30	H		Ability to support bargaining unit contract administration.
31	H		Ability to deduct union dues (as well as a variety of voluntary deductions)
32	H	X	Ability to transmit dues and agency fees to certified agent
33	H		Ability to notify employee of non-payment (of dues).
34	H	X	Ability to furnish transaction reports to union on number of employees in unit, etc.

#	Pr	2003-05	Requirement
35	H	X	Ability to maintain and report on employee seniority
36	H		Ability to maintain assignment and transfer lists
37	H		Ability to generate bargaining unit contract reviews via business rules.

2. High Priority Requirements – Manage Leave

#	Pr	2003-05	Requirement
2.1.0 Manage Paid Time-Off			
1	H		Ability to track leave balances and warn if balance is insufficient for time entered.
2	H		Ability to provide employee online information for vacation and leave of absence (including expirations.)
3	H		Ability to identify and track absence trends by employee.
4	H	X	Ability to capture and track multiple leave types. (including jury, election, religious, military, bereavement, disaster, volunteer activities, paid & unpaid sabbaticals, personal holidays, educational, administrative, suspensions, etc.)
5	H	X	Ability to add new leave types and define how they are used.
6	H		Ability to support donation of vacation leave, sick leave, and personal holidays to a pool.
7	H		Ability to track pool balance.
8	H	CC	Ability to support donation of vacation leave, sick leave, and personal holidays to an individual
9	H	CC	Ability to track the donation of leave to an individual and also track allowable maximums that can be received.
10	H		Ability to manage sick leave buyout program on an annual basis & at retirement (at varying buyout rates).
11	H	X	Ability to accrue sick leave time based on straight time paid bi-weekly, weekly.
12	H	X	Ability to accrue sick leave time based on work status, hours worked, years of service, and eligibility.
13	H	X	Ability to accrue vacation leave time based on work status and years of service.
14	H	X	Ability to track vacation maximums and hours lost.
15	H	X	Ability to allow excess annual leave to accrue until employee anniversary date.

#	Pr	2003-05	Requirement
16	H	CC	Ability to allow excess annual leave to accrue for a period of time (as approved) and this balance, kept separately, to be used first when leave is then taken.
17	H		Ability to track holidays taken. (Some holidays may not be taken on the actual date of the holiday.)
18	H	X	Ability to accrue personal holidays based on a variety of criteria.
19	H	CC	Ability to track comp time earned, taken, and balance.
20	H	X	Ability to track comp time expiration based on periods.
21	H	X	Ability to pay out comp time balances.
22	H	X	Ability to convert leave from one type to another.
23	H	X	Ability to convert leave to cash on a yearly basis, at termination, or at retirement.
24	H	CC	Ability to support annual leave cash-outs that may or may not be subject to retirement.
25	H		Ability to track Voluntary Employee Benefit Accounts (VEBA) related to retirees' ability to receive accrued vacation and sick leave upon retirement in a manner that is tax advantageous to the employee.
26	H		Ability to assign specific employees and/or positions with a VEBA unit.
27	H		Ability to track exchange time for exempt employees
2.2.0 Manage Leave Without Pay			
1	H	CC	Ability to track leave without pay.
2	H	CC	Ability to track the impact of unpaid leave on seniority.
3	H		Ability to recognize when a Leave of Absence (LOA) status goes from paid to unpaid.
4	H		Ability to track unauthorized absences (unauthorized leave without pay).
5	H		Ability to manage Family Medical Leave Act (FMLA) application process and approval.
6	H	X	Ability to track FMLA used.
7	H	X	Ability to track FMLA taken by spouses that are also state employees.
8	H		Ability to establish different criteria for payment of FMLA from different leave plans, i.e., exhaust sick leave first.
9	H	X	Ability to track concurrent FMLA leaves.
10	H		Ability to track benefits while on FMLA leave.

3. High Priority Requirements – Manage Payroll

#	Pr	2003-05	Requirement
3.1.0 Manage Time and Attendance Collection			
1	H		Ability to support an on-line time entry worksheet for hours and/or exceptions.
2	H	CC	Ability to perform decentralized time and labor entry.
3	H	X	Ability to support cost accounting, labor distribution, etc.
			Ability to support the following:
4	H		Negative hours (payroll corrections).
5	H		Reporting unpaid hours i.e., personal time off.
6	H	CC	Automatic paying of employee without time entry.
7	H		Each location/agency having their own frequencies of time entry.
8	H		Ability to provide multiple levels of online time approval.
9	H	X	Ability to specify multiple holiday schedules that drive payment of appropriate holiday pay based on the employee's holiday schedule.
10	H	X	Ability to support multiple calendars, work types (e.g., telecommuting, comp time, overtime), projects, and work schedules.
11	H	X	Ability to support on-call pay.
12	H	X	Ability to track which shift worked.
13	H	X	Ability to support continuous 24X7 schedules.
14	H	X	Ability to support telecommuting.
15	H	X	Ability to support flexible work schedules.
16	H		Ability to provide edits against the work schedule. i.e., vacation may not be entered on scheduled day off.
3.2.0 Perform Calculations and Disbursements			
1	H	X	Ability to support multiple pay cycles.
2	H	X	Ability to accommodate weekly, bi-weekly, semi-monthly and special payroll runs.
3	H	X	Ability to define multiple work weeks and calculate overtime accordingly.
4	H		Ability to support different lags in pay periods (i.e., salaried employees are not on a lag, but hourly employees are on a lag).
5	H		Ability to allow benefit deductions to go into arrears and track limits on payback.

#	Pr	2003-05	Requirement
6	H	X	Ability to allow voluntary deductions that are a percentage of an employee's base pay or other bases (up to a maximum).
7	H	CC	Ability to allow voluntary deductions that are a flat amount.
8	H	CC	Ability to automatically discontinue a deduction when a specific limit is reached.
9	H	CC	Ability to allow the refunding of deductions and the calculations of applicable tax adjustments.
10	H	CC	Ability to choose and change the priority order of taking deductions in case there is not enough to take a given deduction.
11	H	X	Ability to deduct or not deduct any given deduction on a special payroll on an employer or employee basis.
12	H	X	Ability to process one-time deductions.
13	H	CC	Ability to process deductions on a specified schedule rather than every pay cycle, i.e., United Way made only on the second pay period of the month.
14	H	CC	Ability to specify start and end dates for any deduction.
15	H	X	Ability to electronically transmit deductions to appropriate agencies/vendors.
16	H		Ability to allow maximum dollar amounts or percentage of gross maximum to be set for each deduction to be used to calculate benefits, i.e., pension, 457 limits.
17	H	CC	Ability to support the State of Washington Retirement plans reporting related to the payment of compensation.
18	H	CC	Ability to define frequency codes which pertain to each deduction type code.
19	H	X	Ability to allow for accurately handling Section 125 deductions / plans.
20	H		Ability for each deduction to have its own taxing options.
21	H		Ability to allow for deductions to be overridden.
22	H	CC	Ability to automatically stop pay when an employee is inactive or separated.
23	H		Ability to track claim information and perform calculations automatically for garnishments, tax levies, child support, etc.
24	H		Ability to handle all levels of garnishments: flat amounts; percentages; disposable income percentages; graduated percentages based on different base levels; guaranteed net.
25	H		Ability to handle multiple garnishments per employee.
26	H		Ability to do payroll accruals monthly, quarterly, annually.
27	H	X	Ability to process and calculate retro pay.

#	Pr	2003-05	Requirement
28	H	X	Ability to calculate shift pay based on employee's base pay or other criteria.
29	H	X	Ability to support payment of employee allowances for taxable items (i.e., car, clothing, etc.)
30	H	X	Ability to track multiple pay types (regular, overtime, supplemental).
31	H	X	Ability to add new pay types and define how they are used.
32	H		Ability for normal pay, taxes, deductions, and age history restart when an employee is rehired during the same tax year.
33	H		Ability for calculations to include mid-period hires, rate changes, transfers, and termination.
34	H		Ability to prorate charges within pay periods to appropriate fund.
35	H	CC	Ability to pay shift premiums based on the actual times worked, i.e., a 6 p.m. to 3 a.m. shift includes two shift premium levels.
36	H	X	Ability to allow 1.0, 1.5, 2.0, etc., overtime pay.
37	H		Ability to allow the payroll process to be driven by an on-line calendar.
38	H		Ability to provide a means of establishing pay periods in advance.
39	H	X	Ability to provide a holiday schedule that will automatically pay holiday pay to eligible employees.
			Ability to support federal income tax calculation per combinations of the following methods:
40	H	CC	Exemption method.
41	H	CC	Percentage of gross.
42	H	CC	Specific dollar amount.
43	H	CC	Not subject (exempt).
44	H		Supplemental method.
45	H		Earned Income Credit.
46	H	X	Ability to support compliance with all federal and state legislation for imputed income (taxable fringe benefits).
47	H	X	Ability to provide a gross-up calculation routine. (e.g., grievance award)
48	H	X	Ability to provide grossed up amounts to be displayed on the employee's earning statement showing gross, taxes, and net with a description.
49	H	X	Ability to produce checks on demand.
50	H		Ability to recognize when an LOA status goes from paid to unpaid.

#	Pr	2003-05	Requirement
51	H		Ability to produce a single check for employees who work in multiple positions in multiple locations during a pay period (while correctly processing all deductions, premium pay types, etc.).
52	H	X	Ability to provide for employer matching contributions.
53	H	X	Ability to support allowances and appropriate taxing options (e.g., Uniform allowance).
54	H	X	Ability to support mass updates (i.e., COLAs).
55	H	CC	Ability to run pre-balance reports prior to running payroll.
56	H		Ability to produce reports for 941 reporting.
57	H		Ability to automate all W-2 reporting.
58	H		Ability to produce on-demand W-2 reports.
59	H	X	Ability to add year-to-date fields for W-2's.
60	H	X	Ability for an employee to receive both a 1099 and a W-2.
61	H		Ability to support multiple outbound ACH transmissions to different destination financial institutions for the same payroll period.
62	H	CC	Ability to support automatic ACH reversal processing.
63	H		Ability to provide additional ACH addenda records to vendors.
64	H	CC	Ability to support automatic pre-note notification.
65	H	CC	Ability to support warrant cancellations.
66	H	CC	Ability to print comments on pay stubs.
67	H	X	Ability to allow state contributions to health, deferred compensation, and other deductions to be computed as either a flat rate, a percentage of gross, or a percentage of employee contributions.
68	H	CC	Ability to allow employees to catch up on their retirement contribution by allowing them to deduct over the limit.
69	H		Ability to continue benefits while employee on leave.
70	H	X	Ability to support self-pay of benefits for various reasons.
71	H		Ability to support tuition reimbursement processing.
72	H	X	Ability to support FLSA calculations and non-FLSA calculations
73	H	CC	Ability to journal Payroll information to AFRS and other accounting systems.
74	H	X	Ability to tie payment of OT to appropriate FLSA categorization & calculation.

#	Pr	2003-05	Requirement
75	H		Ability to calculate medical aid (industrial insurance) on an actual hours worked basis and by exception.
76	H		Ability to factor in Workers' Compensation (WC) pay into partial worked days.
77	H		Ability to calculate benefits while employee is on WC leave.
78	H		Ability to calculate salary amount for employees on WC leave to make their pay 100%.
79	H		Ability to track benefit deductions that go into arrears while on WC leave.
80	H		Ability for system to notify payroll if employee on WC leave requires a garnishment.

4. Medium Priority Requirements – Manage Personnel

#	Pr	2003-05	Requirement
1.1.0 Manage Human Resources			
1	M		Ability to provide statewide employee self-service capabilities, as well as expending currently available self-service capabilities to the level of what is available in modern human resource, computer systems.
2	M		Ability to provide statewide manager self-service capabilities, as well as expending currently available self-service capabilities to the level of what is available in modern human resource, computer systems.
3	M		Ability to support an HR balanced scorecard. Best practices organized by perspective (i.e., financial, operational, customer, etc.), can be associated with metrics which can be used for assessing an organization's performance. A balanced scorecard would pull from all perspectives. Modern human resource computer systems can be configured to capture and report this data.
4	M		Ability to track random drug/alcohol testing and results.
1.3.0 Complete Position Classification			
1	M		Ability to transfer a position to another department while transferring the employee.
2	M		Ability to maintain and track vacancies and new positions by effective date.
3	M		Ability to provide a checklist to identify skill levels required/mastered by employee.
1.5.0 Compensate, Recognize and Reward Employees			
1	M		Ability to support employee suggestion program.

#	Pr	2003-05	Requirement
1.6.0 Manage Employee Relations			
1	M		Ability to support an electronic exit interview questionnaire.
2	M		Ability to notify various units of an employee's separation.
3	M		Ability to provide termination information to the employee (e.g., COBRA notification).
1.7.0 Manage Labor Relations			
1	M		Ability to support an electronic exit interview questionnaire.
2	M		Ability to track separation reasons by employee type, department, or other organizational entity.

5. Medium Priority Requirements – Manage Leave

#	Pr	2003-05	Requirement
2.1.0 Manage Paid Time-Off			
1	M		Ability to track vacation schedule on-line.
2	M		Ability to support accounting transactions for shared leave.

6. Medium Priority Requirements – Manage Payroll

#	Pr	2003-05	Requirement
3.1.0 Manage Time and Attendance Collection			
1	M		Ability to store history of various work schedules per employee.
2	M		Ability to track reasons for overtime paid and generate billing when necessary i.e., policemen working a convention and the time is billed to convention organizers.
3.2.0 Perform Calculations and Disbursements			
1	M		Ability to reimburse travel expenses, i.e., employees reimbursed for travel expenses through Payroll rather than Accounts Payable.
2	M		Ability to enter and update W-4's electronically (employee self-service).
3	M		Ability to track earnings, deduction balances, etc. for more than calendar year to date.

#	Pr	2003-05	Requirement
4	M		Ability to support payment exceptions through workflow, i.e., payment exceptions could be worked (approved, disapproved, rerouted, etc.) through electronic workflow.
5	M	CC	Ability to provide a “what if” capability to employees that will calculate net pay, withholding taxes, etc. using different input criteria such as a pay raise or investing in 457.
6	M		Ability to track processing cycle times for payroll runs.
7	M		Ability to allow adjustments to prior year tax data through February when W-2 file is sent to IRS.
8	M		Ability to reprint W-2s by employee or specific groups for the last five years.
9	M		Ability to support unlimited direct deposit and check payment methods.
10	M		Ability to provide electronic pay stubs to employees.
11	M		Ability to view employee balances on-line, e.g., how much sick leave or vacation they have accrued.

7. Low Priority Requirements – Manage Personnel

#	Pr	2003-05	Requirement
1.1.0 Manage Human Resources			
1	L		Ability to provide personnel manuals and employee notifications on-line and provide acknowledgment forms that they have read.
2	L		Ability to support interfaces to the Employee Assistance Programs (EAP) to capture anonymous statistics.
1.2.0 Perform Organization and Staffing Analysis			
1	L		Ability to produce organizational charts for a particular point in time (future and historical).
2	L		Ability to drag and drop organization chart changes and then have the changes be automatically updated throughout the system.
3	L		Ability to track industry salary demands.
1.3.0 Complete Position Classification			
1	L		Ability to identify and rank all potential successors to an incumbent or vacant position.
2	L		Ability to track job pathway progression.
3	L		Ability to track percentage of employees in a particular job progression pathway.

#	Pr	2003-05	Requirement
1.4.0 Manage Employee Performance			
1	L		Ability to provide for employee goal and achievement tracking.
2	L		Ability to support comprehensive team review process that includes evaluations from customers, peers, and supervisors.
1.5.0 Compensate, Recognize and Reward Employees			
1	L		Ability to track employee volunteerism.
1.6.0 Manage Employee Relations			
1	L		Ability to provide an electronic log for all employee relations telephone calls by person and the type of call (questions, harassment, benefits, etc.).
2	L		Ability to provide a separation checklist.
1.7.0 Manage Labor Relations			
1	L		Ability to support a multitier grievance system.
2	L		Ability to provide notification of expiring grievance timelines.
3	L		Ability to track concurrent grievances for same employee.
4	L		Ability to provide a separation checklist.
5	L		Ability to provide letter of termination.
6	L		Ability to track contract provisions and determine whether they have been met.

8. Low Priority Requirements – Manage Leave

#	Pr	2003-05	Requirement
2.1.0 Manage Paid Time-Off			
1	L		Ability to track reasons for comp time paid.

9. Low Priority Requirements – Manage Payroll

#	Pr	2003-05	Requirement
3.1.0 Manage Time and Attendance Collection			
1	L		Ability to push out messages, bulletins, and announcements when employees do time entry.